

## Competency Profile: Board and Committee Values, Attributes and Skills

### Board and Committee Member Core Values

<p><b>Remain public interest focused</b></p>	<p>Board and Committee members will put the needs of the public interest ahead of their own personal or professional desires. They will evaluate the impact decisions have on the affected groups and ensure discussions and decisions are grounded in the wellbeing of the public.</p>
<p><b>Embrace diverse thinking</b></p>	<p>The Board and Committees will support a culture where individuals can express their unique perspective that is reflective of their own lived experience, identity, and culture. These perspectives and ideas are sought after, heard, understood, and applied to drive inclusivity, collective innovation, and progress.</p>
<p><b>Make informed decisions and speak with one voice</b></p>	<p>The Board and Committees will make objective decisions in a timely matter that are grounded in analysis of information, consideration of a range of perspectives and will demonstrate informed judgement. While individual dissent or abstention on decisions may occur, Board and Committee members work to build consensus, and stand behind the collective decisions of the group.</p>
<p><b>Maintain mutual respect and trust</b></p>	<p>Board, Committees, and staff will work together within their defined roles and the organizational structure, recognizing that mutual respect and trust is essential to functioning effectively. This includes establishing a partnership while maintaining the lines of authority and distinction between governing and operational responsibilities.</p>

To achieve these values, Board and Committee members reflect the attributes below.

Attributes	How this is Demonstrated
<b>Self-Awareness and Communication</b>	Understands personal strengths and areas of development and improvement, which includes self-identifying biases and actively working to uncover unconscious biases. Recognizes how one's verbal and non-verbal communication impacts others and works to remain poised in all situations. Listens effectively while expressing clear and concise ideas and opinions.
<b>Teamwork and Collaboration</b>	Works to build and maintain positive relationships with colleagues, staff and other interested groups to achieve shared goals, remaining open to new and differing perspectives and ideas.
<b>Accountability and Transparency</b>	Conducts all activities with professional integrity, complies with all rules and laws and governs in a respectful and truthful manner. This includes following through on commitments and delivering decisions that are accurate and complete in a timely way, and taking responsibility for one's own actions.
<b>Strategic Thinking</b>	Aligns with a future-focused mindset and can recognize the issues facing the organization. Envision long term goals and identify opportunities to achieve long term objectives. Ensures risks are assessed and monitored.
<b>System Thinking</b>	Demonstrates the ability to identify the root causes of problems by building connections, and evaluating different solutions and possible consequences before making decisions. This includes examining how one thing influences another to support creative problem solving.
<b>Commitment to the Work</b>	Has sufficient time to prioritize the work of the Board and Committees which includes having the necessary time to attend and appropriately prepare for all meetings to contribute fully to discussions and make informed decisions.

## Board Specific Knowledge, Skills, and Professional Experience

All Board Directors will obtain the skills below through orientation, training, and ongoing experience. However, when possible, new Board Directors will already have some or all of the following skills and experience:

Professional Experience, Knowledge and Skills	Skills and Experience Identified
<b>Financial Literacy</b>	Has experience with accounting or financial management which includes analyzing and interpreting financial statements, evaluating organizational budgets, and/or understanding finance and generally accepted accounting principles. Can read, interpret, and ask questions about financial statements, applies a basic understanding of financial management to ensure the integrity of financial information.
<b>Risk Management</b>	Has experience in risk management frameworks or policies and can identify and critically assess different levels of risk including the impact that these may have on College objectives. Has worked in stressful situations where outcomes of decisions may result in unfavourable outcomes for some groups.
<b>Strategic Planning</b>	Has experience in developing strategic plans which may include vision and mission, and understands how tactics and/or projects support strategic work. Demonstrates the ability to consider where the College can go and is willing to take the necessary steps to embrace change to move the College forward.
<b>Professional Regulation</b>	Is familiar with the responsibilities of the College. Understands the legal and governance requirements that are outlined in legislation, regulations, by-laws, and policies. Understands the Board's role in oversight and can distinguish between the role of staff and the role of the Board.

<b>Board and Governance Experience</b>	<p>Has experience on boards or board committees, understands fiduciary responsibilities and can distinguish between the role of the regulator and the professional association. Understands what it means to serve the public interest and has had exposure to governance framework.</p>
<b>Policy Experience</b>	<p>Has experience with interpreting and applying policies. Critically analyzes and assesses information to understand a particular problem and can assess the impact on the organization to identify a solution.</p>
<b>Equity, Diversity, and Inclusion Leadership</b>	<p>Has knowledge, experience and/or training addressing areas of equity, diversity and inclusion which includes working with people from diverse communities with different cultural backgrounds, lived experiences (including gender identity and expression) and the ability to enhance awareness and a sense of belonging. Actively champions the College’s work in equity, diversity and inclusion while reflecting on one’s own privileges.</p>